



4 February 1967

MEMORANDUM FOR: Mr. Carl Duckett

Carl:

Thanks very much for the opportunity to review your Project Officers Handbook. Something like this is certainly in order, and I applaud your efforts in this regard.

I do have one suggestion, but this may not be the place to handle it. In any case, almost without exception when a project from your directorate is submitted to me for approval or recommendation to the Director, the documentation is so voluminous and written in such highly technical terms (at least for me) that I have neither the time nor the ability to cope with it. Even the covering memoranda, plus the PPB comments which accompany them, don't solve my problem. Presumably I am expected to read through reams of contractors' proposals, etc. As you know, quite frequently this results in my asking you or others from your directorate to come and explain the proposal to me. I find almost without exception that your people are very articulate and quite capable of explaining in terms I can understand what the project is about, why it is needed, etc. I always finish by saying, or at least feeling, that if you had told me this in the first place we could have saved a lot of time and trouble.

My point is an obvious one. Why not have a section in this Handbook which requires the Project Officer to produce a very brief description of the project in non-technical terms which the layman can understand. I think this might go a long way toward training your Project Officers to make their presentations in terms which the unwashed can understand and appreciate.

As I said, this is meant to be purely constructive. The Handbook may not be the place to take care of it; you do with it what you like.

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L. K. White

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30 January 1967

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Project Officers Handbook

1. We have prepared a Project Officers Handbook to provide simple, comprehensive guidance and direction to S&T Directorate personnel, especially our R&D Project Officers, on the organization and conduct of technical programs. Sections of the Handbook deal with the procedures for defining the needs for technical work to support the Agency's objectives, for initiating contract supervision and administration. Several checklists and similar guides have been developed to improve the completeness and thoroughness of our technical efforts without encumbering our Project Officers.

25X1 2. The Project Officers Handbook is consistent with the instructions and guidance provided by the Procurement Handbook [redacted] and a copy of the Procurement Handbook is included in the Project Officers Handbook because of the numerous references to the Procurement Handbook and the greater detail provided in some areas by the Procurement Handbook.

3. I am sending copies of the Handbook to the other Deputy Directors, and to TSD, COMMO, NPIC, OPPB, and the Office of Logistics for their information: drafts were previously discussed and provided to TSD to assist them in the preparation of a similar handbook for their use, and early drafts have also been provided to Procurement Division, Office of Logistics and OPPB.

4. The Handbook is intended to be a working tool for Project Officers and is published in loose leaf form to facilitate changes and recommendations. Comments and suggestions have been solicited from the other components of the Agency as well as the

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Project Officers, and I would particularly welcome any recommendations which you may have.



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CARL E. DUCKETT
Acting Deputy Director
for
Science and Technology

Attachment:

Project Officers Handbook -
Copy No. 1

ADMINISTRATIVE
INTERNAL USE ONLY

DD/S&T 338-67

24 January 1967

MEMORANDUM FOR: Project Officers

1. The increasing number of technical activities of the Agency, the extension of these activities into many technical fields, and the broad scope projects spanning from applied research to production of operational equipment, have combined to increase the complexity of the administrative and business practices relating to our research, development and engineering. The resulting undesirable administrative burden on the Project Officer has been compounded by confusion resulting from inadequate communication of the necessary procedures for the initiation and management of technical work.

2. With the cooperation of the Office of Logistics, Procurement Division, and the Office of Planning, Programming and Budgeting, we have been able to eliminate duplication of effort and reduce paperwork for contracting to a minimum. This Handbook is designed to improve internal communication and thereby reduce procedural uncertainties in contract activities. Included in the Handbook are guides and checklists which are not applicable to all efforts, but the format, outlines and procedures will save time when required, help to assure completeness, and be generally useful to you as a working tool.

3. The Handbook has been prepared in loose leaf form so we can promptly take advantage of any useful suggestions which will improve the effectiveness of the Handbook as an understandable and authoritative guide in your work. Please familiarize yourself with the Handbook, ask questions about any areas which aren't clear, use and apply the procedures conscientiously, and let me have your comments and recommendations for improvement, so we can develop and establish the most effective and useful practices possible for full application at the start of FY 68.

STAT

CARL E. DUCKETT
Acting Deputy Director
for
Science and Technology